it was therefore decided that he should be appointed one of the Lords of the Admiralty.

Sir Eric entered on the office of Controller of the Navy, and was given the rank of Vice-Admiral. He had discovered by bitter experience in France what it meant for an uniformed functionary to order about men in uniform. That is why he had been given the rank of a General, for obedience to his orders then became automatic. One rather interesting departure from precedent was occasioned by this further appointment, for by arrangement with Sir Douglas Haig, Sir Eric continued for a couple of months longer in his connection with the transportation branch of the Army, and thus enjoyed the amphibious distinction of being at once both a General and an Admiral—an unprecedented attainment for a civilian.

An ununiformed functionary to order about men in uniform

shipbuilding transferred to new Navy

In accordance with the War Cabinet's decision, the control of mercantile shipbuilding was also entrusted to him. It passed out of the care of the Ministry of Shipping. This was not due to any failure of the Ministry to deal energetically and successfully with that part of its task, but to the desirability of placing the whole of ship construction—naval and civil alike—under a single authority specially charged with this vitally important work.

Controller

Mention should be made of one important piece of work planned and carried out by the

Ministry of Shipping to economise our tonnage in 1917, when losses from submarines were at their worst, when the convoy system had not yet got into working order and the big programmes of new shipping construction had not had time to bear fruit. This was a measure for a large concentration of our shipping in the Atlantic.